



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

May 18, 2010

To: Supervisor Gloria Molina, Chair
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

STRENGTHENING COUNTY HOMELESS COORDINATION – STATUS UPDATE

On November 17, 2009, your Board passed a motion instructing the Chief Executive Office (CEO) with assistance from the Departments of Children and Family Services (DCFS), Health Services (DHS), Mental Health (DMH), Public Social Services (DPSS), Community Development Commission (CDC), and the Los Angeles Homeless Services Authority (LAHSA) to develop recommendations on how to strengthen the CEO's ability to oversee, coordinate and integrate countywide homeless service delivery so that homeless individuals and families can more successfully find safe and permanent housing and to report back in 30 days with findings and recommendations. Our January 4, 2010 response (Attachment I), presented three main recommendations to strengthen the County's homeless strategy: 1) leverage funds to maximize resources; 2) coordinate a regional approach among partners; and 3) address cost avoidance. This status update reports the progress to date.

Leverage Funds to Maximize Resources

Your Board requested that the report provide recommendations on how to better leverage existing County funds and better maximize federal and State dollars to support the ongoing provision of integrated physical and mental health and substance use services for homeless individuals and families, especially within existing and future permanent housing settings. Your Board also instructed us to suggest creative funding methodologies to ensure that homeless efforts can be sustained, including a report back on the feasibility of designating a portion of program funds and contracts for homeless related services and enhanced coordination.

"To Enrich Lives Through Effective And Caring Service"

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The City of Los Angeles (City) and CDC have demonstrated their willingness to partner with the County to leverage their housing resources with County services. The Special Needs Housing Alliance (SNHA) workgroup team agrees that we need to work strategically to align and maximize the CDC's, the City's and other cities' housing dollars with County services resources. The City and CDC recognize the value of working with the County to determine which clients should be targeted for housing during the design and development phase of housing projects and well in advance of project completion. This presents an opportunity to work together to get our most cost intensive clients off the streets and out of shelters and into permanent housing with supportive services, which we know results in significant cost avoidance. In addition to the collaborative efforts to permanently house homeless individuals and families, the importance of identifying and coordinating existing resources to meet the service needs of formerly homeless individuals and families living in permanent housing cannot be understated. If service departments were able to align service delivery programs with housing or identify funding through carve-outs or incentives for future funding to meet the service needs of persons in permanent supportive housing, we would be more successful at maximizing and leveraging resources.

The January 4, 2010 report informed you that we were working in partnership with the Skid Row Housing Trust (SRHT) on the Charles Cobb Apartments (Cobb Apartments) project. The Cobb Apartments represents another example of leveraging County resources as this project received \$2.5 million of DMH's Mental Health Services Act (MHSA) Housing Program funding for capital development. In exchange for the investment of MHSA Housing Program funds, SRHT has set aside 25 of the 76 units for MHSA eligible clients. Our workgroup, with the assistance of the Housing Authority of the City of Los Angeles, requested permission from the U.S. Department of Housing and Urban Development (HUD) to move the existing Project 50 clients to the Cobb Apartments. We are pleased to report that HUD approved our waiver request and that the team successfully moved all but four of the Project 50 clients into the Cobb Apartments. In collaboration with DMH, the remaining 25 MHSA funded units at the Cobb Apartments will be filled with individuals who are chronically homeless, mentally ill and are identified as some of the most vulnerable homeless in Skid Row.

DMH has agreed to continue their services to the existing Project 50 population, plus the additional 25 clients indefinitely and the Department of Public Health (DPH) has agreed to continue their services to the expanded population through June 2011. The Project 50 team was also able to secure the integrated team's health services by extending the agreement with the John Wesley Community Health (JWCH Institute, Inc.) through March 31, 2011 by redirecting unspent Project 50 funding at no additional costs. Although the SRHT is providing in-kind space for the Service Integration Team, we are still trying to work out the details regarding the parking expense. The Team will be moving into the Cobb Apartments the first week in June.

The CDC has a long partnership with DMH and has successfully linked its housing dollars with capital and service dollars available through DMH. Three successful housing developments located on the grounds of the Metropolitan State Hospital in Norwalk incorporate transitional and permanent housing for chronically homeless mentally ill. In addition to the funds referenced above, the Housing Authority of the County of Los Angeles (HACoLA) was successful in applying for and receiving an allocation of Shelter Plus Care vouchers for a number of the permanent units. This model was one of the first of its kind, and could be replicated with identified service funds linked to capital housing dollars anywhere in the County.

As we reported earlier, the SRHT is leveraging a Substance Abuse and Mental Health Services Administration (SAMHSA) grant to backfill the vacancies created by Project 50 clients by filling those vacancies with chronically homeless individuals and providing services using the SAMHSA grant funding. The SAMHSA grant will fund supportive services in housing for an additional 100 chronically homeless individuals without increasing costs to the County.

The workgroup continues its efforts to determine how to make the Federally Qualified Health Center (FQHC) model self-sustainable. Casa Dominguez, a 70-unit permanent affordable rental housing development located in the unincorporated area of the Second District, incorporates capital funding from the CDC, the Homeless Prevention Initiative (HPI) and Low-Income Housing Tax Credits. The development includes a set-aside for formerly homeless Emancipated Foster Youth, a FQHC on site, along with child care and a family resource center. HACoLA Project Based Section 8 vouchers have been allocated to the project. Casa Dominguez is one example of leveraging and integrating new and existing resources to house both low-income and homeless families and individuals.

In addition, the workgroup is working with the Director (John Viernes) of DPH's Substance Abuse Prevention and Control (SAPC) to explore the possibility of developing a plan to draw down Drug Medi-Cal revenue. Representatives from DHS (Libby Boyce) and DMH (Mary Marx) presented at the quarterly SAPC Town Hall meeting with providers to discuss the integrated service delivery model and the potential to draw down additional Medi-Cal revenue.

The proposal to leverage services from a MHSA Full Service Partnership (FSP) contractor with a SRHT project at the Carver Hotel located in the downtown area outside of Skid Row is moving forward. A DMH contracted FSP provider is working collaboratively with SRHT to identify and enroll individuals in need of intensive mental health services at the Carver Hotel. This joint project which connects the housing with the FSP services is a perfect example of improved coordination and alignment of housing resources and services to serve chronically homeless persons.

Another example of leveraging funds is your Board's allocation of \$20 million in County General Funds as part of HPI to create a revolving loan fund to develop housing for homeless persons and those at risk of homelessness. The Low Income Investment Fund, Century Housing, and the Corporation for Supportive Housing partnered with the CDC and created the Los Angeles County Housing Innovation Fund (LACHIF). The Board's \$20 million has been leveraged with private funds to reach a total fund amount of \$60 million. The LACHIF provides short-term acquisition and predevelopment financing. The fund has closed one loan with Abode Communities for \$3.7 million for the acquisition of a 46-unit apartment building that will provide senior affordable housing.

Coordinate a Regional Approach

Your Board also requested that we recommend ways to strengthen the CEO's ability to coordinate and integrate countywide homeless services delivery and prioritize services for target populations that address the CEO's structural organization as it relates to oversight of homeless issues and whether the current Homeless Coordinator position should be upgraded or otherwise strengthened. In addition, you asked for an update on efforts to recruit a Countywide Homeless Coordinator (Coordinator).

We recognize the importance of the Coordinator's position to strengthen the coordination and integration of services targeting the homeless population. In response, our Office is recruiting to hire the Coordinator. A Career Opportunities bulletin was released and resumes were due April 30, 2010. Interviews will be conducted this week and we expect to fill the Coordinator position within the next 30 days.

In an attempt to begin the coordination of a regional approach, the workgroup is continuing to work with the City and the CDC to develop a coordinated plan to leverage its housing resources with County services. If we are successful at developing a blueprint of a Memorandum of Understanding to align housing resources for service resources with the City, we will be able to use this as a model to begin the work with other cities that are interested in working with the County and want to bring their housing resources to the table. As we reported in our last report, the City and the CDC recognize that the County needs to be at the table prior to their release of Requests for Proposals for developers of low-income housing units. In addition, the City and the CDC have agreed that the County needs to have input in determining which clients are housed in units supported by County service resources.

The CDC will be holding small focus groups over the next few months that will include the housing development community, service providers, jurisdictional representatives, County departments and foundations to discuss this realignment.

In addition, the workgroup, with input from all the SNHA members, has worked to refine the role of the SNHA. The draft document outlines the purpose, composition, goals, functions

and guiding principles (Attachment II). Moreover, the purpose, scope of activities, and the composition of the Project Review Committee are more clearly defined. The final draft document will be shared at the next SNHA for their concurrence and then it will be submitted to your Board for approval

In our December update, we informed you about the efforts of United Way and the Los Angeles Chamber of Commerce Business Leaders Taskforce (Taskforce). Representatives from the Taskforce visited Washington and met with HUD as well as Congressional offices to push for revising the McKinney-Vento funding formula that severely disadvantages the County. If the Taskforce is successful in getting the 30-year-old formula changed, it will go a long way towards ensuring the County receives its fair share of federal funding. The United Way recently briefed your Homeless Deputies regarding this effort.

A group of philanthropic organizations that support homeless services in Los Angeles County is currently working on a plan to assemble and align philanthropic funding to leverage the County's investment in supportive services and permanent supportive housing throughout the County. Through inter-jurisdictional agreements with local municipalities, the County could access these private dollars and create new supportive housing units to end homelessness among our heaviest and most expensive users of County funded services.

Address Cost Avoidance

Your Board also requested that we address the issue of cost avoidance and the impact on new net County cost (NCC). Specifically, you requested that the impact to new NCC be addressed in terms of the proposed budget in April 2010, to prevent any competition with funding for mandated departmental core services. As a result of the economic downturn, it is clear that any recommendations that are brought to your Board for consideration must be within existing resources. The 2010-11 Proposed Budget does not include any additional funding specific to changes to homeless services.

In our previous report, we reported on several cost avoidance reports and studies related to serving homeless persons. Those reports include the Service Integration Branch (SIB) - Research and Evaluation Services Adult Linkages Project and LAHSA's commissioned report, *Where We Sleep: Costs When Homeless and Housed in Los Angeles* conducted by the Economic Roundtable. The SIB cost avoidance analysis is scheduled to be completed by June 2011. The research to date makes clear that housing the homeless results in cost savings.

In these difficult economic times, even more individuals and families are in danger of homelessness. The unemployment rate and increased General Relief caseloads are clear evidence of that. It is now more critical than ever to work towards better coordination and alignment of the dwindling resources available to help serve this population. Although it has been a slow process, we are optimistic that we are moving in the right direction to accomplish this goal. We will need additional time to work with the Homeless Coordinator,

Each Supervisor
May 18, 2010
Page 6

once on board, and the SNHA to develop the recommendations that you have requested for your consideration. We will keep you apprised of this effort.

If you have any questions, please contact me, or your staff may contact Kathy House at (213) 974-4530 or via e-mail at khhouse@ceo.lacounty.gov.

WTF:BC:KH
ljp

Attachments

c: Executive Office, Board of Supervisors
County Counsel
Sheriff
Children and Family Services
Community Development Commission
Health Services
Mental Health
Public Health
Public Social Services
Housing Authority of the City of Los Angeles
Los Angeles Homeless Services Authority
Los Angeles Housing Department
Skid Row Housing Trust



WILLIAM T FUJIOKA
Chief Executive Officer

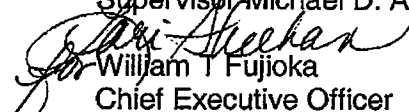
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REVISED

January 4, 2010

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Supervisor Michael D. Antonovich

From: 
William T. Fujioka
Chief Executive Officer

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STRENGTHENING COUNTY HOMELESS COORDINATION

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Leverage Funds to Maximize Resources

Your Board requested that the report provide recommendations on how to better leverage existing County funds and better maximize Federal and State dollars to support the ongoing provision of integrated physical and mental health and substance use services for homeless individuals and families, especially within existing and future permanent housing settings. Your Board also instructed us to suggest creative funding methodologies to ensure that homeless efforts can be sustained, including a report back on the feasibility of designating a portion of program funds and contracts for homeless related services and enhanced coordination.

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As reported in our November 6, 2009, Project 50 Feasibility Report update, our office convened and began chairing a sub-workgroup comprised of representatives from the Special Needs Housing Alliance (SNHA) on September 21, 2009 to explore these very issues. Per your Board's instruction, we have now increased participation on the workgroup by including representatives from the departments and agencies mentioned above that had not been participating previously and that have expertise in services for homeless and/or local, State, and Federal funding sources that serve homeless persons. The purpose of this workgroup is to collectively make recommendations regarding the identification of integrated projects, as well as the funding, planning, and implementation of these ideas into results.

Some of these projects include Housing First models that align housing with services. An example of a major resource leveraging effort the workgroup continues working on is the Skid Row Housing Trust's (SRHT) Charles Cobb Apartments (Cobb Apartments) project. As we mentioned in the November 6, 2009 update, SRHT has 74 units at the Cobb Apartments, scheduled to open January 2010. The Housing Authority of the City of Los Angeles has requested permission from the U.S. Department of Housing and Urban Development (HUD) to move the existing Project 50 clients to the Cobb Apartments. The remaining 24 vacancies at the Cobb Apartments would then also be filled with individuals identified as the most vulnerable homeless in Skid Row.

By moving the Project 50 clients to the Cobb Apartments, the County will be able to sustain and expand the program. While DMH has agreed to continue their services to the Project 50 population indefinitely and the Department of Public Health (DPH) has agreed to continue their services to this population through June 2011, additional funding would be needed for health services provided by John Wesley Community Health (JWCH Institute, Inc.). These health costs can be covered by unspent Project 50 resources, resulting in no need for additional net County cost (NCC). If HUD approves the move, the SRHT will let the integrated services team offices move to the Cobb Apartments rent free.

The SRHT has also agreed to leverage a recent Substance Abuse and Mental Health Services Administration (SAMSHA) grant awarded to SRHT to backfill the vacancies created by Project 50 clients by filling those vacancies with chronically homeless individuals and providing services using the SAMHSA grant funding. The SAMHSA grant will fund supportive services in housing for an additional 100 chronically homeless individuals without increasing costs to the County. Additionally, the Cobb Apartments project was in part funded by the Mental Health Service Act (MHSA) Housing Program for capital development for 25 units. These 25 units will be dedicated to the expansion of Project 50, however, all of the clients using the 25 units must meet MHSA eligibility criteria.

In addition, the workgroup is continuing to work with JWCH to determine how to make the Federal Qualified Health Center (FQHC) model self-sustainable. In order to draw down the State and Federal funding, clients need to be Medi-Cal eligible. As the number of clients in a program increases and more clients are Medi-Cal eligible, the FQHC is able to offset its

costs by the higher revenues it generates for every clinic visit. As this is a relatively new design for us, we are making some assumptions as to what the blend of Medi-Cal eligibles needs to be for the program to become self sustaining. We do not have an answer to this question as yet; however, the gap funding needed from NCC continues to be reduced as more participants are enrolled as Medi-Cal clients. In addition, JWCH has applied with the State to increase their billable rate that would generate additional revenue. They expect a decision from the State within the next year.

Another very promising leveraging opportunity was suggested by the DMH representative on the workgroup. The proposal is to leverage services from a MHSA Full Service Partnership (FSP) contractor with a SRHT project at the Carver Hotel located in the downtown area outside of Skid Row. FSPs represent a great opportunity for leveraging resources. Fifty-one percent of MHSA funding is set aside for FSP slots. FSP providers frequently experience difficulty identifying housing for the seriously mentally ill clients they serve. By leveraging the FSP services with the SRHT housing resources, we are maximizing resources to serve this population. DMH is working with the FSP and SRHT to develop a proposal for your Board's consideration.

The DMH in collaboration with CDC is setting aside four Shelter Plus Care certificates awarded to DMH for the West Hollywood replication of Project 50. Currently, one application is in process from this project.

Our office recently met with United Way (UW) who is interested in working with the County and its partners towards increasing permanent supportive housing. The UW, in partnership with the Los Angeles Chamber of Commerce, is co-chairing the Business Leaders Taskforce. This taskforce includes 22 business leaders Countywide. We have invited the UW to join the SNHA. The UW will be presenting at the January 2010 SNHA meeting and at the Homeless Deputy meeting this month to share their vision with your deputies. In addition, representatives from the workgroup have been meeting regularly with representatives from the City of Los Angeles (City) and the philanthropic organizations who are anxious to partner with the County on homeless issues. For example, the Hilton Foundation has identified programs serving chronic vulnerable homeless as one of their funding priorities. The workgroup will continue building its relationship with other public and private partners to identify leveraging opportunities and set a plan of action.

The workgroup is also recommending that your Board consider setting a policy that would either set-aside some portion of appropriate funding sources, prior to the County departmental services going out for competitive bid, and/or incentivize providers to serve this population by awarding extra points to proposals that prioritize services for homeless individuals and families where applicable, and aligning those services with available housing resources. Funding sources that were identified for your consideration include Public Private Partnerships to address health needs, MHSA appropriate or applicable plans to address mental health issues, and substance abuse funding. The workgroup is

developing generic integrated service models and estimated costs to serve special need populations for budget planning purposes. The workgroup also recommends that incentives be identified to increase the pool of developers that are willing to develop special needs and affordable housing units, especially for areas of the County where there is the greatest need.

Another resource opportunity that the workgroup recommends exploring is the potential excess rental funds for project-based, affordable housing units whose construction was funded with either City or County funds. CDC suggested that excess funds be made available for case management activities that may not currently have a funding source to draw down. CDC was a helpful addition to the workgroup as they provided important resource information about the availability of funding that developers receive from various public funding agencies that can be used for "Service Coordinator Costs" activities. The costs for case management activities have been challenging as prior to learning this, no funding source had been identified for those activities.

The City has demonstrated their willingness to work with the County to leverage its housing resources with our services. They recognize that the County needs to be at the table prior to their release of Requests for Proposals for developers of low-income housing units. We agreed that we need to work together to direct those development projects strategically to maximize their housing dollars with our service dollars. We need to know well in advance as to the number and location of units that are being developed. In addition, the City sees the value in the County having a say as to which clients should be housed once the units are completed. This is an opportunity to work together to get our most cost intensive clients off the street and into housing which we know results in cost avoidance.

Coordinate a Regional Approach

Your Board also requested that we recommend ways to strengthen the CEO's ability to coordinate and integrate Countywide homeless services delivery and prioritize services for targeting populations, that addresses the CEO's structural organization as it relates to oversight of homeless issues and whether the current homeless coordinator position should be upgraded or otherwise strengthened. In addition, you asked for an update on efforts to recruit a Countywide Homeless Coordinator.

As partner agencies continue to join the SNHA and work together on specific projects, relationships among agencies will become stronger. Yet, a facilitating body is necessary to bring together agencies to put together a plan of action to link efforts, identify roles, and coordinate decision making. Moreover, if the body helps foster relationships and joins key partners, a single plan of action can represent the vision of an entire region. The plan would build on existing regional infrastructure and lessons learned. For instance, an important lesson learned from the County's Homeless Prevention Initiative (HPI) is the need to better share information to make connections and link various efforts, ranging from

prevention to rapid re-housing. As we make more and better connections by braiding funds, integrating data systems, and having coordinated program entry and referral, a more comprehensive system of care and better service delivery will result. Simply, if we set a shared vision and know what others are doing, then we will know how to make connections to build a more integrated system that meets the multiple needs of clients. Therefore, the SNHA would play a critical role in bringing partners together in order to plan and implement a regional approach to preventing and reducing homelessness.

Regarding efforts to recruit a Coordinator, our office is currently assessing our resources. Furthermore, various HPI programs and the Recovery Act's Homelessness Prevention and Rapid Re-Housing Program focus on preventing homelessness to avoid significant costs. It is the County's intent to build upon these programs that support eviction prevention and pathways towards greater self-sufficiency. More linkages across programs would contribute to systems improvement and result in better outcomes for residents.

Address Cost Avoidance

Your Board also requested that we address the issue of cost avoidance and the impact on new NCC. Specifically, you requested that the impact to new NCC be addressed in terms of the proposed budget in April 2010, to prevent any competition with funding for mandated departmental core services.

Several recent reports have addressed cost avoidance as it relates to housing homeless persons. The Service Integration Branch - Research and Evaluation Services used data presented in the analytical report from its Adult Linkages Project to estimate that the County spends \$4.34 for every one-dollar spent on General Relief (GR) grants. The findings in the LAHSA's commissioned report, *Where We Sleep: Costs When Homeless and Housed in Los Angeles* conducted by the Economic Roundtable, which we submitted to your Board on November 29, 2009, provides you with detailed cost savings yielded through the provision of supportive housing through SRHT. These are major cost avoidance findings based on analyses of administrative records for over 10,000 GR recipients using services provided by the County DHS, DMH, Probation, DPH, DPSS, and the Sheriff. The findings reported show that while the typical public cost for residents in supportive housing is \$605 per month, the typical monthly public cost for a similar chronic homeless person without housing is \$2,897, which is five times higher.

The "*Where We Sleep*" report provides a wealth of information about the public costs incurred by homeless populations served by the County. The report not only showed that there are significant savings when homeless individuals enter and stay in Permanent Supportive Housing, but it also found that the greatest cost savings were achieved by the Skid Row Collaborative and Project 50. This means that future funding for permanent supportive housing should focus on projects that target the most vulnerable and use a "Housing First" approach.

Each Supervisor
January 4, 2010
Page 6

Significant progress has been made to develop collaborative working partnerships with multiple public and private agencies and philanthropic organizations. It is the County's intent to work with the SNHA to put together an action plan with a timeline that would continue to align resources, while at the same time not increase NCC and maximize resources to serve homeless individuals and families. As more information becomes available, we will keep your Board apprised and we will provide a status report in 60 days.

If you have any questions, please contact me, or your staff may contact Kathy House at (213) 974-4129 or via e-mail at khouse@ceo.lacounty.gov.

WTF:JW
KH:VD:hn

c: Executive Officer, Board of Supervisors
 Acting County Counsel
 Sheriff
 Director of Children and Family Services
 Director of Community Development Commission
 Director of Health Services
 Director of Mental Health
 Director of Public Health
 Director of Public Social Services
 Director, Housing Authority of the City of Los Angeles
 Director, Los Angeles Homeless Services Authority
 Director, Skid Row Housing Trust

**Los Angeles County
Housing Alliance (Alliance)
Purpose, Composition, Goals, Functions and Guiding Principles**

DRAFT

PURPOSE OF THE HOUSING ALLIANCE (ALLIANCE)

The Alliance provides an ongoing forum for County departments, cities, community-based development agencies, funders/foundations and other stakeholders to coordinate resources and develop and implement projects that address the unique housing and supportive service needs of homeless individuals and families in Los Angeles County. The Alliance serves as a conduit and catalyst to unite housing and supportive services and to proactively secure resources for the development and maintenance of such housing.

Since the initiation of the Alliance in 2003, there have been many efforts to coordinate and align County resources and initiatives to increase the number of housing units and corresponding supportive services to better and more effectively address the needs of individuals and families that are homeless in Los Angeles County. These efforts have included many stakeholders, including the membership of the Alliance.

Consequently, the Alliance members have learned much about how to support the development of special needs housing and identify best practices and methodologies to pursue supportive services to align with housing. Over the past seven years the Alliance has developed expertise in the area of special needs housing development and has evolved into a more focused body with membership beyond County Departments. Thus, we have revised our purpose, composition, goals and functions and have added guiding principles.

ALLIANCE'S GUIDING PRINCIPLES AND STRATEGIES

1. *Guiding Principle:* The development and implementation of permanent housing with supportive services has proven to be an effective intervention and must be expanded as part of the local efforts to end homelessness.

Strategy: Los Angeles County will prioritize permanent housing that provides access to integrated supportive services, addressing at a minimum, physical health, mental health, and substance abuse services.

2. *Guiding Principle:* Scarce public and private dollars must be utilized effectively and in coordination to maximize outcomes for ending homelessness.

Strategy: Los Angeles County will facilitate partnerships between County departments, cities within the County, potential funders, housing developers/providers, and supportive services providers to maximize funding and cost-avoidance opportunities and obtain other resources to promote the development and sustainability of permanent housing with supportive services and other cost-avoidance opportunities.

3. *Guiding Principle:* Elimination of administrative barriers is a key to developing an effective and efficient system for all stakeholders in ending homelessness.

Strategy: Los Angeles County will reduce administrative barriers that agencies, organizations, and the people we serve encounter to develop, implement, and secure permanent housing with supportive services.

4. *Guiding Principle:* Homelessness is a county-wide issue and homeless individuals and families should be able to live in the community of their choice.

Strategy: Los Angeles County will support efforts to site permanent housing with supportive services in all areas of the county and will assist in efforts to garner public support.

MEMBERSHIP

1. The Los Angeles County Chief Executive Office (CEO) and Community Development Commission (CDC) will share the role of chairing the Alliance. In addition to the CEO and CDC, the Alliance shall be comprised of representatives from the following entities:

County Departments

- Community and Senior Services;
- Children and Family Services;
- Health Services;
- Mental Health;
- Probation;
- Public Social Services;
- Public Health;
- Regional Planning;
- The Sheriff's Department;

City Housing Departments, Redevelopment Agencies and Housing Authorities

- Los Angeles;
- Pasadena;
- Glendale;
- Long Beach;
- Santa Monica;

Other Critical Stakeholders

- Los Angeles Homeless Services Authority;
- Funders/Foundations

Other cities, community-based development agencies, philanthropic organizations, or other subject area experts will be invited to Alliance meetings on an as needed basis.

Membership Commitments

1. Each organization listed above will assure representation on the Alliance by management staff with access to agency decision makers with the ability to commit available resources to implement policy decisions and projects.
2. The Alliance will establish a leadership group including representatives from CEO, SIB, CDC, DHS, DMH, and DPH. This leadership group will update the Homeless and Housing Deputies on Alliance activities on an annual basis, or as needed/requested.
3. Alliance members must commit to attend quarterly meetings and ad-hoc meetings when immediate issues arise that require the Alliance's attention prior to the next scheduled quarterly meeting.
4. Each member of the Alliance will be responsible for providing information to the Alliance membership regarding the availability of capital, operational and supportive services resources for housing through their department/agency for homeless individuals and families, as well as the timing, discretion, and process for accessing such resources.

ALLIANCE FUNCTIONS (RESPONSIBILITIES)

1. Establish and operate a subcommittee entitled the Project Review Committee (PRC), which is highlighted in Exhibit A.
2. Review PRC activity that has occurred during the quarter.
3. Review of any policy and/or legislative matters related to housing for homeless individuals and families.
4. Provide information for any updates, reports, and responses to requests for information from the Board of Supervisors as needed.
5. Increase the visibility of special needs housing among County departments and the Board of Supervisors.
6. Develop annual policy and funding recommendations to the Board of Supervisors.
7. Coordinate and/or integrate cross-departmental/agency resources to address housing and supportive service needs of homeless/special needs populations.
8. Identify potential opportunities for public-private funding partnerships.
9. Act in an advisory capacity to the Housing Resource Center.

Project Review Committee (PRC)

Purpose of the PRC

The purpose of the PRC, a working subcommittee of the Alliance, is to assist housing developers/providers with identifying and coordinating resources in support of existing and new housing programs for homeless individuals and families.

Scope of Activities

1. Provide housing developers/providers with an opportunity to present their projects related to homeless individuals and families and receive feedback and/or assistance in identifying potential resources from a team of experts in the area of housing and supportive services.
2. Provide developers/providers with a County contact (the lead County Department), who will access other departments/agencies, as needed.
3. Provide a mechanism for supporting community engagement, which may include community organizing activities as needed.
4. Provide technical assistance to other jurisdictions within the County to develop and sustain housing with supportive services for individuals and families that are homeless.
5. Provide quarterly status reports to the Alliance about the work of the PRC.

Composition of the PRC

- A core group of Alliance members who can represent their organizations and offer expertise on housing with supportive services for homeless individuals and families;
- Individuals that can obtain County departmental/agency resources & funding commitments;
- Other Alliance members, cities, funders/foundations, and subject matter experts, as needed. The agenda of projects will determine the organizations invited to supplement the core membership each month